Psychology of Management:
Why Should the Building Official Care?

WILL CREW - JEFF JANES
CITY OF STOCKTON - CITY OF SONORA
Right Tools for the Job
What is Psychology?

Merriam-Webster Definition

**Psychology**: the science of mind and behavior; the mental or behavioral characteristics of an individual or group; the study of mind and behavior in relation to a particular field of knowledge or activity

**Indeed**: “Organizational behavior management is a theory that seeks to understand the behavior of individuals, teams and overall companies or organizations as a way of increasing productivity and encouraging a positive work culture.”
What is Management?

Merriam-Webster Definition

Management: the act or art of managing: the conduction or supervising of something (such as a business)

Management is how businesses (organizations, departments, workgroups, etc.) organize and direct workflow, operations, and employees to meet an organization’s goals. The primary goal of management is to create an environment that lets employees work efficiently and productively.
Why did you become a building official?

- Code/construction/engineering knowledge
- Natural progression of your career/longevity
- Leadership inclination

*Expert level technical knowledge or longevity does not make a great manager of people but often people are promoted into management roles for this very reason.*
What is your greatest asset?

- Technology
- Code knowledge and technical resources
- Other

**People?**
How much time do you devote to understanding your team?

- 10 minutes a week
- 30 minutes a week
- 1 hour a week
- More than an hour
If people are the greatest asset in our organizations, why do we spend such little time trying to understand them?
“The single greatest advantage any company (organization, department, workgroup, etc.) can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it.”

“I’ve become absolutely convinced that the seminal difference between successful companies (insert your own organization) and mediocre or unsuccessful ones, if anything, has little to do with what they know or how smart they are; it has everything to do with how healthy they are.”

The Advantage – Patrick Lencioni
## Two requirements for success*

<table>
<thead>
<tr>
<th>Smart</th>
<th>Healthy</th>
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<tr>
<td>Strategy</td>
<td>Minimal Politics</td>
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<td>Marketing</td>
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<td>Finance</td>
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<td>Technology</td>
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*The Advantage – Patrick Lencioni*
Who are you?

S – strengths  what are you good at?
H – heart  what are you passionate about?
A – aptitude  capability; ability; innate or acquired capacity
P – personality  qualities that form an individual's distinctive character
E – experiences  unique set of life experiences that forms a worldview

*The Way of the Shepherd – Kevin Leman, Bill Pentak*
What kind of S.H.A.P.E. is your team in?

**Personality Tests**

- Truity – Truity.com
- HIGH5 Test – High5test.com
- DiSC – DiscProfile.com
- 16 Personality Factor Questionnaire – OpenPsychometrics.org
- HEXACO Model of Personality Structure Personality Inventory – Hexaco.org
- Revised NEO Personality Inventory – Acer.edu.au
- Myers-Briggs Type Indicator – Myersbriggs.org
- Eysenck Personality Inventory – Similarminds.com
- Minnesota Multiphasic Personality Inventory – PearsonClinical.com
Myers-Briggs Exercise

- All managers completed the Myers Briggs Type Indicator
- How did this change our team dynamics?
  - Silo destruction
  - Better teamwork
  - Cohesiveness of workgroups
  - Better communication and understanding
  - Created more empathy
  - Overall environmental health improved
Your Myers-Briggs® Profile is designed to help you understand your results on the *Myers-Briggs Type Indicator®* (MBTI®) assessment. This assessment identifies which of 16 different personality types best describes you.

Your answers to the questions on the MBTI assessment show which preference in each of four pairs of opposites you favor. Your preferences are choices between equally valuable and useful qualities. Each preference is indicated by a letter.
**THE WAY YOU DIRECT AND RECEIVE ENERGY**

**Extraversion**
People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.

**Introversion**
People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

**THE WAY YOU TAKE IN INFORMATION**

**Sensing**
People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.

**Intuition**
People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

**THE WAY YOU DECIDE AND COME TO CONCLUSIONS**

**Thinking**
People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth as the primary goals.

**Feeling**
People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony as the primary goals.

**THE WAY YOU APPROACH THE OUTSIDE WORLD**

**Judging**
People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.

**Perceiving**
People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.
Each of the Myers-Briggs types is characterized by its own interests, values, and unique gifts. Although each individual tends to use his or her preferences most naturally and most often, keep in mind that everyone can and does use all of the preferences from time to time, depending on what the situation calls for. For a more complete understanding of the 16 different personality types, refer to the *Introduction to Myers-Briggs® Type* booklet by Isabel Briggs Myers or to the many other MBTI resources that are available.
Some of these descriptors may not fit you because you are a unique person. Although most INTJs have personality attributes in common, there are still plenty of individual differences among people who share the same four-letter type.
INTJs at Work

- The boldness of INTJs' Intuition preference may be of immense value in many fields.
- They are excellent long-range planners and often rise to positions of leadership in groups or organizations.
- They want to see their inspirations worked out in practice, applied, and accepted by the rest of the world.
- INTJs drive others almost as hard as they drive themselves.
- When necessary, they can focus on the details of a project in order to realize their vision.
- They will take charge, organize a job, and carry it through.
- INTJs often value and use confidently their intuitive insights in fields such as science, engineering, invention, politics, and philosophy.
- They are less satisfied in any job that limits or restricts their vision and innovation.
Potential Blind Spots for INTJs

- If INTJs have not developed their Intuition, they may not take in enough information or may take in only information that fits their inner vision and make poor decisions as a result.

- Also, they may concentrate so hard on their goal that they fail to look for other information that might conflict with the goal.

- If they have not developed their Thinking preference, INTJs may not have reliable ways of translating their valuable insights into real-world applications.

- Also, if their Thinking preference is undeveloped, they will be unable to criticize their inner vision and may not listen to the opinions of others. They will therefore be unable to shape their inspirations into effective action.

- Appreciating others may be hard for INTJs, and they may ignore other people’s values and feelings.
Knowing the S.H.A.P.E. of you and your team can:

- Fill blind spots
- Activate strengths
- Increase collaboration
- Create a more fulfilling and exciting working atmosphere
- Stimulate creativity and freedom of thought
- Give greater understanding of where people should fit in the organization.

*The Way of the Shepherd – Kevin Leman, Bill Pentak*
Case Study

Jimmy Buffett, Building Inspection Supervisor just retired. Jimmy’s code knowledge was unmatched. He was fair but tough and mostly kept to himself. However, his door was always open if his team needed him and he was well respected. The team has been solid under his direction, but you’ve had some trouble with cohesion; inspection calls sometimes are inconsistent in the group. There have been times of lack of communication and the team largely keeps to themselves. The inspection team experience level averages around 10 years. In Jimmy’s absence the team gravitates to Pete Townsend, BI II for answers since he has been with the city more than 12 years, is very personable and loves to joke around. Pete has no interest in the Supervisor position since he gigs on the weekends. Robert Plant, BI III was recently promoted and has been with the city for 5 years. He would be “next in line” for the position. Knowing the candidate pool, you are contemplating just promoting Bob since he is an “up and comer”. It would be the quickest thing to do and you just can’t afford to fall behind in inspections.

- What would Bob’s S.H.A.P.E. need to be for him to fit into the position? What personality type would you look for? What would be a “deal breaker”?
Management Styles

**Autocratic**
- Centralized decision making

**Persuasive**
- Decision-making totally in the hands of managers
- Encourages managers to share the logic and rationale behind their decisions
- Helps team members feel more connected to the decision-making process

**Paternalistic**
- While communication is still one-sided, team members are heard and decisions are made with their wants in mind
- No collaboration between the manager and the team about the decision itself
Management Styles

*Laissez-faire*

- Gives team members nearly full autonomy
- Typically only meets with team members if the team requests it
- Only checks in if something went wrong

*Visionary*

- Less concerned with the day-to-day operations
- Interested in educating team members about the larger vision of the organization
- Tends to motivate and inspire rather than give instructions about day-to-day tasks

*Delegative*

- Managers and team members only interact when managers are assigning them tasks
- The manager will come in at the end of the project, review the work
Management Styles

Democratic or participative

- Managers collaborate with their team members to distribute the decision-making process
- Invest in their team’s well-being and career development
- Encourages creativity and employee engagement
- Managers encourage contributions from all team members

Consultative

- Consistently looking for feedback from their team
- Rarely make decisions alone
- Encourage collaboration from their team

Transformative

- Used predominantly among creative teams
- Strives to create a culture that encourages adaptability, innovation, and problem-solving.
Management Styles

Autocratic

Democratic or participative

Laissez-faire

What are the blind spots?
Management Styles

- Most have a dominant style.
- Flexibility: change based on the team attributes or individual needs
- Based on today’s workforce:
  - Which style do you think works more often?
  - Which one will work the least?
“meh, good enough”

Mediocrates
You were recently hired by the City of Van Halen to be the Inspection Coordinator. Previously, you were project manager at a large commercial construction company, so you have zero experience in code administration. However, you do have practical construction and management experience. The CBO is trying to create a more professional environment and it begins and ends with you. You are now the “manager” of 4 building inspectors with a combined experience of over 65 years.

What approach would you take with team? What management style would work best with this group? How do you “win” them over?
Servant Leadership

“Servant leadership begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.”

- Robert Greenleaf

Test

“Do others around the servant-leader become wiser, freer, more autonomous, healthier, and better able themselves to become servants? Will the least privileged of the society be benefitted or at least not further deprived?”

-Robert Greenleaf
Servant Leadership

*Herman Hesse’s Journey to the East*

Are you a natural servant first?

Are you a Leo?
Servant Leadership

What are some attributes of a Servant Leader?

- **Humility:** humble leaders can be very bold when it comes to their sense of values, morality, and doing the right thing
- **Altruism:** the practice of placing others before oneself
- **Trust:** level of confidence one individual has in another person’s competence and his or her willingness to act in a fair, ethical, and predictable manner
- **Service:** serve the needs of others
- **Listening:** automatically responds to any problem by listening first
Recap/Next Steps

- Build a “healthy” culture
  - Healthy beats Smart
- Know your and the team’s S.H.A.P.E.
  - Personality tests with the leadership team
- Use the right tools
  - Read and study management topics
  - Tailor your communication and management style
- Avoid machoism
  - Stop thinking this is “touchy feely stuff”.
- Strive to Be a Servant Leader
  - Watch the “I’s”
References

“Servant Leadership”
– Robert Greenleaf

“The Way of the Shepherd: Seven Secrets to Managing Productive People”
– Kevin Leman, Bill Pentak

“The Advantage”
– Patrick Lencioni

“25 Ways to Win with People”
– John C. Maxwell
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